

## APPENDIX I- PLANNING GRANT APPLICATION FORM

<b>Applicant (Agency &amp; address - including zip)</b>  <div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p><i>CITY OF SANTA MONICA</i>  <i>1005 MAIN STREET</i>  <i>SANTA MONICA, CA 90405</i></p> </div> <div style="width: 35%;"> <p><b>Check one</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">City</td> <td style="width: 50%; text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td style="text-align: center;">County</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="text-align: center;">MPO</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="text-align: center;">COG</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="text-align: center;">RTPA</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="text-align: center;">JPA</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="text-align: center;">Joint Proposal</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table> </div> </div>		City	<input checked="" type="checkbox"/>	County	<input type="checkbox"/>	MPO	<input type="checkbox"/>	COG	<input type="checkbox"/>	RTPA	<input type="checkbox"/>	JPA	<input type="checkbox"/>	Joint Proposal	<input type="checkbox"/>	<b>Proposed Date of Completion:</b> <i>MARCH 2012</i> <b>Grant Amount Requested:</b> \$ <i>550,000</i> <b>If Joint Proposal, list participating entities/ contact person:</b>	
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<b>Lead Applicant's Name:</b> <i>CITY OF SANTA MONICA, PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT</i>																	
<b>Title of Proposal</b> (summarize the deliverable to be funded by this grant) <i>MEMORIAL PARK MASTER PLAN (MPMP)</i>																	
<b>Applicant's Representative Authorized in Resolution</b> Name: <i>FRANCIE STEFAN</i> Title: <i>PLANNING MANAGER</i> Phone: <i>(310) 450-8341</i> Email: <i>FRANCIE.STEFAN@SMGOV.NET</i>		<b>Person with Day to Day Responsibility for Plan</b> (if different from Authorized Representative) Name: <i>PETER D. JAMES</i> Title: <i>SENIOR PLANNER</i> Phone: <i>(310) 450-8341</i> Email: <i>PETER.JAMES@SMGOV.NET</i>															
<i>Check all of the following that are incorporated or applicable to the proposal:</i>																	
<b>Focus Area</b>		<b>Program Objectives</b>															
<input checked="" type="checkbox"/>	Focus Area # 1		Applying for 20% EDC set aside														
<input type="checkbox"/>	Focus Area # 2																
<input type="checkbox"/>	Focus Area # 3	<input checked="" type="checkbox"/>	Improve air and water quality														
<b>Eligibility Requirements</b> (mandatory)		<input checked="" type="checkbox"/>	Promote public health														
<input checked="" type="checkbox"/>	Consistent with State Planning Priorities	<input checked="" type="checkbox"/>	Promote equity														
<input checked="" type="checkbox"/>	Reduces GHG emissions on a permanent basis	<input checked="" type="checkbox"/>	Increase affordable housing														
<input checked="" type="checkbox"/>	Collaboration requirement	<input checked="" type="checkbox"/>	Increase infill and compact development														
<b>Priority Considerations</b>		<input checked="" type="checkbox"/>	Revitalize urban and community centers														
<input checked="" type="checkbox"/>	Demonstrates collaboration & community involvement	<input checked="" type="checkbox"/>	Protect natural resources and agricultural lands														
<input checked="" type="checkbox"/>	Addresses climate change impacts	<input checked="" type="checkbox"/>	Reduce automobile usage and fuel consumption														
<input checked="" type="checkbox"/>	Serves as best practices	<input checked="" type="checkbox"/>	Improve infrastructure systems														
<input checked="" type="checkbox"/>	Leverages additional resources	<input checked="" type="checkbox"/>	Promote water conservation														
<input checked="" type="checkbox"/>	Serves an economically disadvantaged community	<input checked="" type="checkbox"/>	Promote energy efficiency and conservation														
<input type="checkbox"/>	Serves a severely disadvantaged community	<input checked="" type="checkbox"/>	Strengthen the economy														
I certify that the information contained in this plan application, including required attachments, is complete and accurate																	
Signature: <i>Francie Stefan</i>		Date: <i>8/31/10</i>															
Print Name and Title: <i>FRANCIE STEFAN, PLANNING MANAGER</i>																	

CITY OF SANTA MONICA  
MEMORIAL PARK MASTER PLAN **PROPOSAL SUMMARY**  
PROPOSITION 84 LOCAL SUSTAINABLE COMMUNITIES PLANNING GRANT

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The City of Santa Monica seeks support for a master plan to transform nearly 40 acres of mostly industrial land within a 10-minute walk to a new Exposition Light Rail Station (planned operation in 2015) into a transit-oriented, mixed-use urban neighborhood. The Memorial Park Master Plan (MPMP) will provide opportunities for affordable, workforce and market-rate housing, small business incubation, and multi-modal connections, all surrounding an expanded park with increased recreational opportunities for this lower income area. The proposed MPMP is a critical component of the recently-adopted, award-winning General Plan Land Use and Circulation Element (LUCE) vision to integrate land use and transportation to reduce greenhouse gas emissions and create a healthy and sustainable local community.

The LUCE responds directly to the State's Planning Priorities and regional guidance by directing new housing and employment to transit-rich boulevards, districts and designated "Activity Centers" near transit, including Memorial Park. The LUCE modified this area from industrial to mixed use, and private interest has already begun to increase. The City must provide clear, cohesive guidelines to ensure that the vision is achieved, and the Prop 84 Grant would enable the City to expedite the MPMP in order to begin the area's transformation to coincide with the 2015 opening of the Exposition Line.

As with all Santa Monica planning efforts, the Community & Strategic Planning Division (CSP) staff will conduct extensive public outreach for involvement of residents, property owners, developers and the business community through workshops, website and e-mail communications in the process. The MPMP will use this input to establish viable implementation tools to transform this area adjacent to the City's lowest income neighborhood into a unique, accessible urban place that protects and expands the existing population and increases their access to open space, transit and bringing goods and services. Increasing affordable and workforce housing near the station will address a local and regional housing shortage to meet the needs of local employees and their families, including those employed at two major employment hubs within a 15-minute walking distance: Santa Monica College and St. John's and UCLA medical centers. Most critically, the plan will contribute to achievement of the SCAG Sustainable Community Strategy (SCS) GHG reduction targets by creating a compact, mixed-use urban environment supported by multi-modal transportation choices. As part of the Westside Cities Sub-region, Santa Monica is actively involved in proposing and demonstrating solutions to reduce GHGs through a collaborative process with SCAG. Successful implementation of the MPMP will be monitored through the performance measurement strategies identified in the LUCE, as outlined specifically in this application.

The City's FY2010/11 budget includes additional senior level CSP planning staff to implement the LUCE vision through specific and master planning efforts. Staff time commitment (\$178,000) is proposed as a 24% matching contribution to the total \$728,000 project budget. The two-year budget funds both staff and a consultant team to complete a comprehensive master plan with specific strategies to improve the quality of life and reduce vehicle trips by addressing the following components:

- Promoting Transit Oriented Development (including Mixed-Use Infill)
- Shared Parking Development
- Providing high quality bicycle and pedestrian facilities
- Identifying public/private partnership opportunities for development that provides community benefits, including Affordable and Workforce Housing and new recreational opportunities for the neighborhood.
- Developing Incentives for Small and/or Daily Goods/Services Businesses
- Linkage of the Expo station to local buses, bike facilities and safe pedestrian routes

## **STEP 1: THRESHOLD REQUIREMENTS**

### **1) Consistency with State Planning Priorities**

As an urban revitalization and transit-oriented neighborhood plan, the proposed Memorial Park Master Plan (MPMP) is directly aligned with the state's planning priorities as they relate to promoting equity, strengthening the economy, protecting the environment and promoting public health and safety. Consistent with Section 65041.1 of the Government Code, the Specific Plan will address the following:

#### Promoting Infill Development and Equity

The MPMP will provide a framework for guiding and directing new uses and activities within 40 acres of underutilized industrial land in the heart of Santa Monica centering on an existing highly-utilized park that will be expanded and enhanced. The revitalization will be facilitated by integrating the Exposition Light Rail into the project area resulting in strong connections to future housing, jobs, parkland and existing neighborhoods. Nearby residents and businesses, particularly those in the economically disadvantaged Pico Neighborhood who have been geographically segregated by the I-10 Freeway, will especially benefit from the MPMP's further development of the City's vision for capping/bridging seven acres of the I-10 Freeway in the project area to reconnect the Pico neighborhood, which was historically united prior to the 1960's freeway expansion. To meet future demand for water, sewer and other essential services, the MPMP will identify necessary infrastructure upgrades, incorporating standard City policies promoting sustainable reuse or renewal of water and energy resources for buildings and landscaping.

#### Protect, preserve and enhance environmental and agricultural lands, and natural and recreational resources

The proposed MPMP is anchored by Memorial Park, a 10-acre open space located between Olympic Boulevard and Colorado Avenue, stretching from 14<sup>th</sup> Street to 16<sup>th</sup> Street. One of the largest parks in the City, Memorial Park is utilized primarily as an organized recreational space (baseball, soccer, basketball, skateboarding) whose prescription numbers exceed the park's capacity. It also contains a youth center run by the Police Activities League (PAL). In spite of high utilization levels, the park has not become a gathering place for the larger community as it provides surprisingly few passive amenities and is hidden from view by industrial buildings that limit visibility, permeability and access. In 2004, the City purchased the adjacent parcel along Colorado Avenue for expansion of the park, but the planning process has not yet begun.

The MPMP would create a neighborhood surrounding a new concept for Memorial Park as a "Central Park." This neighborhood would be an extension to the Pico Neighborhood that would make both the new and old areas "complete" neighborhoods. The population living and working in this mixed-use environment would benefit from enhanced and expanded open space that provides an array of cultural, recreational and social experiences. To accomplish its objectives, the Master Plan will include urban design recommendations for:

- Expansion of the primary park space by nearly 10 acres (double the existing acreage) by converting three acres of City-owned, underutilized industrial land into open space and by capping/bridging seven acres of the I-10 Freeway.
- Greater visibility and access to open space from the street, the planned Expo Light Rail station at 16<sup>th</sup> Street and Colorado, adjacent mixed-use development, and surrounding neighborhoods.
- Park design to incorporate expanded park area, to meet community needs for sports facilities while adding passive uses and gardens with increased plant diversity and habitats.

- Integration of the improved Memorial Park with the new mixed-use transit-oriented neighborhood.

#### Encourage location and resource efficient development

Envisioned as an infill “Activity Center” (see adopted Land Use map, attached) linked locally and regionally by the Exposition Light Rail and supporting transit services, the MPMP will focus on fulfilling the goals of the recently adopted award-winning LUCE for an efficient and sustainable development pattern that meets the needs of current and future generations. As the land use designation suggests, an “Activity Center” overlay allows for greater densities than in many parts of the City and aims for a more intense concentration of services and amenities to serve on-site and adjacent neighbors and businesses. The MPMP will take advantage of the project’s orientation to the Expo Light Rail station in the project area’s northwestern quadrant at 16<sup>th</sup> Street and Colorado Avenue, and will identify opportunity areas for public/private partnerships to incentivize transit-rich, mixed-use development and minimize ongoing maintenance costs to City taxpayers.

## **2) Reducing greenhouse gas emissions (AB32, SCAG RTP/SCS and Compass Blueprint)**

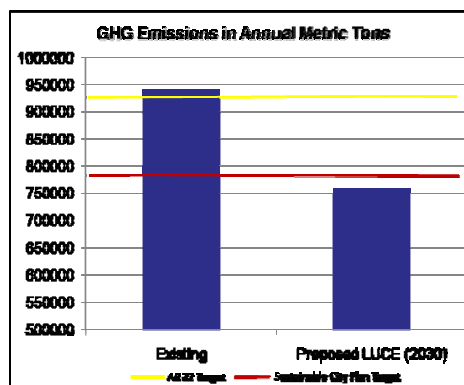
Santa Monica is a known leader in sustainable community development, focusing on meeting the needs of the present without compromising the ability of future generations to meet their own needs. As a regional partner, the City is committed to aligning its policy and programs with state recommendations, such as *Assembly Bill 32* and the California Air Resources Board’s *Scoping Plan*; and regional guidance on reducing greenhouse gas emissions and vehicle miles traveled by promoting compact, mixed-use transit oriented development. These concepts are endorsed in a variety of high-level planning documents such as the Southern California Association of Governments (SCAG) *2008 Regional Transportation Plan*, and *Compass Blueprint Growth Visioning Report*.

To maintain consistency and meet the demanding state and regional targets for greenhouse gas emissions, Santa Monica has developed a series of sustainable planning documents, from which the MPMP will draw guidance:

- The City’s *Sustainable City Plan* (SCP) addresses the root causes of problems and provides criteria for evaluating the long-term impacts of decision-making. The SCP includes goals and strategies, for the City government and other communities to achieve a sustainable balance across range environmental, economic and social issues. Numerical indicators (data) are monitored in order to track progress in meeting objectives in four goal areas – 1) Resource Conservation, 2) Transportation, 3) Pollution Prevention and Public Health Protection, and 4) Community and Economic Development. The success of the MPMP in meeting state and regional targets can be measured using indicators from the SCP.
- The LUCE is Santa Monica’s principal planning instrument, enabling the integration of land use and transportation policy with requirements for housing, open space, creative and cultural arts, education and lifelong learning, and community benefits. The LUCE addresses the critical need for reduction of greenhouse gas emissions and vehicle miles traveled by: 1) reducing regional-serving commercial growth, and encouraging smaller-scale local-serving uses and housing; 2) requiring that new development be connected directly to transit, creating a multi-modal transportation systems; 3) encouraging local-serving retail within walking distance of existing and new neighborhoods and requiring streets that provide vital landscaping and infrastructure amenities for all transportation modes, and 4) requiring stringent Transportation Demand Management (TDM) from new development. The net result of these policy requirements is “no net new vehicle trips.” Reduction of GHG emissions will be confirmed through the City’s proprietary travel demand model that will monitor modal split and vehicle miles traveled (VMT) on a per capita basis. Master planning for the Memorial Park Activity Center is a LUCE objective.

### California Global Warming Solutions Act of 2006 (AB32)

The proposed MPMP is an important tool for achieving the GHG reduction targets set by AB32 and the VMT reduction goals of SB375. The plan will contribute to achievement of the SCAG Sustainable Community Strategy (SCS) GHG reduction targets by creating a compact, mixed-use urban environment supported by multi-modal transportation choices. As part of the Westside Cities Sub-region, Santa Monica is actively involved in proposing and demonstrating solutions to reduce GHGs through a collaborative SCS process with SCAG. The Memorial Park Activity Center will include housing, jobs, open space and daily services within close walking distances with biking and transit networks that promote a healthy and active community. To further reduce single-vehicle occupancy trips and encourage shuttles, transit use, and shared parking, the MPMP will evaluate the potential to implement TDM requirements for new mixed-use development, which will advance the LUCE's goal of "no net new vehicle trips," as well as reduce the average vehicle miles traveled on a per capita basis.



The state certified Final Environmental Impact Report on the LUCE

([http://www.shapethefuture2025.com/PDF/eir/luce\\_feir\\_I.pdf](http://www.shapethefuture2025.com/PDF/eir/luce_feir_I.pdf)) concluded that the integrated land use and transportation scenario resulted in a significant reduction in the production of greenhouse gas emissions far exceeding the targets of AB32, and even the City's own SCP (see adjacent chart).

Once implemented, the Memorial Park "Activity Center" will be monitored by the City's comprehensive travel demand model, which enables the City to monitor the success of trip reduction strategies at citywide and district levels, and evaluate indicators

such as access to destinations by walking, bicycling, and transit; transition of employees out of cars and into other modes (reduction of single-occupant vehicles); travel times along major corridors, including system-wide pedestrian and bicycle access; and other travel data that will enable the City to determine GHG emissions.

### Regional Plans: 2008 Regional Transportation Plan and Compass Blueprint Growth Vision Report

The MPMP is consistent with the greenhouse gas reduction strategies set forth in the two main planning documents published by the Southern California Association of Governments (SCAG). The 2008 *Regional Transportation Plan* (<http://www.scag.ca.gov/rtp2008/final.htm>) presents the transportation vision for the six-county Southern California Region through the year 2035 and provides a long-term investment framework for addressing the region's transportation challenges. The *Compass Blueprint Growth Vision Report*, published in 2004 (<http://www.compassblueprint.org/>) is a response, supported by a regional consensus, to the land use and transportation challenges facing Southern California now and in the coming years. The goals of these two regional perspectives often overlap, and emphasize integration of land use and transportation planning that:

- Maximizes mobility and accessibility for all.
- Focuses growth in existing and emerging centers and along major transportation corridors.
- Protects the environment, improve air quality and promote energy efficiency.
- Creates significant areas of mixed-use development and walkable communities.
- Targets growth around existing and planned transit stations.
- Preserves existing open space and stable residential areas.

The Compass Blueprint strategy also provides direction for the current SCS planning process.

SCAG awarded the City of Santa Monica LUCE the Sustained Leadership Award in 2010 in recognition of its consistency with the Compass Blueprint Plan (<http://www.compassblueprint.org/awards#Anchor2>).

### **3) Meet Collaboration Requirements**

As discussed above, the MPMP is consistent with SCAG's regional plans to reduce greenhouse gas emissions and implement SB 375 by reducing vehicle miles traveled. The MPMP will further advance these regional objectives by adhering to the following policies:

- Land use will be organized and distributed in a “complete neighborhood” model.
  - New development will consist of mixed-use buildings with affordable, workforce and market-rate housing that is located within walking distance of jobs, public gathering places and local services.
  - New development will be oriented to the Expo Light Rail station in order to stimulate investment in transit.
  - Trees, landscaping and open space will be required in new developments to encourage walking.
  - Incentives will encourage mixed-use infill development of existing, underutilized industrial land.
  - Existing neighborhoods will be connected to new development and services through improved walking and bicycling trails.
  - Green building technologies and energy efficiency will be required for new development and will be encouraged in existing buildings.
- Transportation will be viewed as a limited “resource” that must be managed.
  - Proactive congestion management with the goal of “No Net New Trips” will seek to reduce greenhouse gas emissions and vehicle miles traveled.
  - New development will participate in TDM programs to reduce vehicle trips and provide incentives such as transit passes, car sharing, vanpooling and shared parking.
  - Adjustment of parking requirements as appropriate to encourage shared parking arrangements.
  - Parking pricing will reflect the true cost of parking and expanded management options for residential parking permit districts including exploring limits on availability.
  - Improved pedestrian and bicycle facilities and incentives will encourage walking, biking and transit.
- Performance measures and design guidelines will be implemented to monitor compliance.

The City's policies are already aligned with these regional objectives, and implementation through the MPMP is projected to lead to significant GHG emission reductions.

## **STEP 2: PROGRAM OBJECTIVES**

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As envisioned by the City's Land Use and Circulation Element, the MPMP will provide the framework for future land use and transportation planning to promote and achieve many of the Program Objectives identified by Prop. 84. The following table outlines what measures will be taken to achieve Program Objectives, and which indicators will be used to measure success.

### **Improve Air and Water Quality**

The MPMP will adhere to the air and water quality policies of the LUCE by prescribing an integrated land use and transportation pattern centered on a transit node that reduces greenhouse gas emissions and vehicle miles traveled, and which decreases impaired water segments by treating dry and wet-weather runoff on-site.

An organizational goal of the MPMP is to locate jobs and housing in a mixed-use environment near transit in order to reduce vehicle dependence and greenhouse gas emissions. This model will place jobs and housing in close proximity to each other and to the Expo Light Rail, and within walking or biking distance of daily needs and services. The MPMP will also provide guidelines for the incorporation of “complete streets” that are landscaped, multi-modal to encourage non-motorized transport, and which infiltrate runoff. The addition of significant new parkland (up to 10 acres) will further contribute to improving the local air quality by increasing plant bio-diversity and carbon emissions exchange, and will also provide additional permeable area for increased on-site water infiltration. Several indicators will be used to measure improvements in air quality. Improvements to local air quality will be extrapolated by measuring:

- Modal split to determine transit, bicycle and pedestrian travel versus vehicle use.
- Average vehicle occupancy ratio (AVR)
- Ridership numbers on the Expo Light Rail and the Big Blue Bus to verify
- Total acreage of landscaped open space or parkland
- Water quality indicators will take into account the percent of permeable land area within the project area.

Consistency with the State Implementation Plan will be ensured through adherence to 2007 South Coast Air Quality Management District’s Air Quality Management Plan. Regional improvements to air quality, such as ozone levels and particulate matter will be monitored through South Coast Air Quality Management District.

Consistency with the Integrated Regional Water Management Plan will be ensured by enhancing and expanding Memorial Park’s well maintained open space system which will continue to support natural functions, wildlife habitat, passive and active recreation, and which will provide the focal point of a compact development and mixed-use project. The City is also currently developing plans and conducting environmental review for a large underground water storage facility under Memorial Park.

### **Promote Public Health**

The MPMP will focus on creating a “complete neighborhood” that provides a variety of housing options, shared community open space, multi-modal streets, access to transit, local retail and dining options, pedestrian pathways, and a healthy urban forest. The MPMP will focus on active living indicators, such as an individual’s ability to walk or bike to daily services and needs. These indicators could be expanded to include per capita park space.

The MPMP will meet the four basic principles of a healthy community, as outlined in Appendix G. In creating a higher-density, mixed-use “Activity Center” centered around an enhanced park and transit node, the project will provide housing choices, transportation options, employment opportunities, equitable open space for passive and active recreation, and opportunities for social and cultural facilities through the LUCE mandated community benefits requirement for new development. This type of compact infill development is proven to minimize waste, toxins and greenhouse gas emissions by reducing dependence on the automobile and by putting people’s daily needs and services within close walking or biking distance. Additionally, by creating shared community spaces, such as the parks and plazas envisioned in the LUCE, the MPMP will support social relationships and “eyes on the street” for safer, more comfortable environments.

### **Promote Equity**

In the 1960’s, the Interstate 10 was built down the middle of Santa Monica. The Pico Neighborhood, an economically disadvantaged area perched on the edges of quarries and industrial land, bore the brunt of the highway’s impact with the loss of homes and businesses that were taken by eminent domain. The



light rail project currently under construction has potential to either improve equity for this neighborhood, through integrated development that promotes community benefits and economic revitalization, or to impose a new burden if the tracks and stations are developed in isolation and act as additional barriers.

The MPMP is a key component of the City's commitment to harness the LRT to increase social and economic equity for the Pico Neighborhood through providing new job opportunities, convenient shopping opportunities within walking distance, and increasing public open space. Job growth will be improved through the conversion of underutilized industrial land into a mixed-use "Activity Center" that will feature a diversity of jobs in the retail, service commercial, educational, incubator and small-floor plate commercial industries, which will also provide retail options. The ability to increase open space in this neighborhood will be a primary indicator of achieving environmental justice, not only through the planned expansion on City-owned land, but by reuniting the area through the capping of the freeway, which runs below street level in the project area.

To ensure that the proposed outcomes meet the community's needs, including the disadvantaged Pico Neighborhood, staff will engage the Pico Neighborhood Association and Pico Improvement Organization through interactive workshops, public meetings, use of our website and other tools.

### **Increase Housing Affordability**

The City has a long-standing commitment to providing housing choices for all segments of its community. Affordable housing production for low- and moderate-income households is the City's highest housing priority, and City policy has long required projects to include or contribute toward affordable housing. The LUCE has added incentives for additional affordable and workforce housing in the form of height increases, and floor area ratio (FAR) discounts. The City's Affordable Housing Production Program (AHPP) places stringent requirements on new market rate development to provide a percentage of affordable units, or pay in-lieu fees. Proposition R, which is monitored annually for compliance, was adopted by the voters in 1990 and requires that no less than 30% of all newly constructed multifamily residential housing in the City be permanently affordable to and occupied by low- and moderate-income households. All new development in the Memorial Park Activity Center will be subject to these requirements.

Other forms of workforce or market rate housing will be made available in the MPMP through discretionary entitlements that incentivize housing above the ground floor. This core policy of the LUCE requires housing in exchange for additional height and FAR. Housing affordability will be explored by reducing parking requirements for mixed-use, transit-oriented development like that proposed by the MPMP.

Staff will monitor the annual Housing and Economic Development Department Proposition R report to track the progress of affordable housing development within the MPMP area. These reports also track the affordable housing fees collected during the fiscal year and information about the City's pipeline of multifamily developments (projects that have received planning approvals or are in construction).

### **Promote Infill and Compact Development**

The MPMP will adhere to the LUCE framework for compact, mixed-use development oriented towards robust transit facilities and services. Envisioned as an "Activity Center," the MPMP will provide significant amounts of jobs and housing, all of it located within ¼ mile of a direct regional light rail link, and multi-line bus and shuttle service.

The number of new housing units developed within the transit-oriented project area will be monitored by the City's Geographic Information Systems, which will identify building permits issued for mixed-use housing projects within the planning area. Staff will also track affordable housing production through its



annual Proposition R report. Job creation will be measured by monitoring business license applications and tax receipts within the planning area.

### **Revitalize Urban and Community Centers**

As a 100% urban infill project seeking to transform aging and obsolescent industrial land into a vibrant mixed-use, transit-oriented “Activity Center,” the MPMP will revitalize nearly 40 acres of Santa Monica by infusing housing, jobs, open space, transit, and retail into the project. The new development must be sensitive to the existing residential neighborhood so that it enhances opportunities for the population and does not displace them. The park will be an important element for strengthening the community center.

Staff will measure the desired outcomes by monitoring several indicators within the planning area: 1) number of housing units, 2) number of business license applications and tax receipts, 3) per capita acreage of open space, 4) ridership numbers on the Expo Light Rail and supporting Big Blue Bus, 4) SM Rent Control housing tenure data

### **Protect Natural Resources and Agricultural Lands**

The MPMP is an urban infill project in an area that no longer contains its natural habitat. Thus, there are limited opportunities for protection. However, the MPMP will result in environmental improvements, particularly due to the additional park area. Additionally, the MPMP will make recommendations for “complete green streets” within the planning area that are landscaped with drought-tolerant plant material and provide stormwater infiltration.

Staff will measure the desired outcomes based on the total new parkland that is created and the number of street trees planted to increase the City’s urban forest, plant bio-diversity and canopy.

### **Reduce Automobile Usage and Fuel Consumption**

The higher density residential neighborhood surrounding the park and linked to the new Expo Light Rail and supporting local bus and shuttle network is envisioned to reduce automobile dependency in this area and lead to reduced fuel consumption and VMT. The MPMP will provide implementation strategies to support the Expo Light Rail station with new bicycle and pedestrian facilities integrated into the streetscape. TDM programs that minimize new vehicle trips will also be included. The MPMP will require new development and large employers to contribute to TDM programs for improved access to transportation, enhanced multi-modal streets and pathways, and employee trip reduction strategies that include incentives for employees to use mass transit.

Transit use will be measured by monitoring ridership numbers on the Expo Light Rail and on the Big Blue Bus. The City’s annual Employer Emissions Reduction Survey will provide an indicator of modal split for employees and average vehicle ratio (AVR). The City’s proprietary travel demand model will monitor modal split on a district-wide per capita basis and vehicle miles traveled on a district-wide per capita basis.

The Memorial Park Master Plan will be consistent with the California Transportation Plan’s goal for a sustainable transportation plan by promoting social equity, a quality environment, and a prosperous economy. The MPMP will focus on expanding safe modal choices for new and existing residents and employees by linking land uses, such as housing and jobs, to robust transit facilities, like the Expo Light Rail, the Big Blue Bus, and enhanced bicycle and pedestrian connections. The MPMP will ensure that the existing transportation system is preserved and strengthened by the integration of new linkages to local and regional destinations.

### **Improve Infrastructure Systems**

In 2015, the Expo Light Rail Authority is scheduled to complete construction of its line with a station at Memorial Park, and as described above, the City intends to use this much-anticipated light rail arrival as a catalyst for smart growth development. The area's transformation will likely require infrastructure upgrades for utilities, transportation and social services. All of the future system expansion needs will be identified in the MPMP planning process, in fulfillment of this Prop 84 objective.

Staff will measure infrastructure investment by public and private utilities. Transit use will be measured by monitoring ridership numbers on the Expo Light Rail and on the Big Blue Bus, including data on bus stop volumes. Using GIS, staff can evaluate per capita acreage of park space within the planning area.

### **Promote Water Conservation**

The City of Santa Monica has a strong commitment to ensure a safe and continuous supply of water for future generations. Voluntary water conservation and strict city ordinances mandating water efficiency measures or fixtures have already been enacted with a resulting steep drop in per capita water use citywide. The Memorial Park Reservoir, currently undergoing environmental review, will be an underground facility for storage of 1 million gallons of non-potable recycled water, which will be available to meet the City's increased public landscaping needs in the Memorial Park Activity Center. The MPMP will incorporate tools, such as the No Water Waste Ordinance, the Bay Saver Fee Ordinance (a conservation incentive fee), the Retrofit Upon Sale Ordinance, the Good Housekeeping Urban Runoff Ordinance, and the package of water conserving Landscape Code regulations (for more information on these regulations, see

[http://www.smgov.net/Departments/OSE/Categories/Water/Efficiency\\_Rules\\_Regulations.aspx](http://www.smgov.net/Departments/OSE/Categories/Water/Efficiency_Rules_Regulations.aspx)).

Additionally, new parks, streets and other landscaped areas will be required by code to infiltrate significant volumes of storm water runoff, and to feature native, low-water efficiency planting materials. These strategies will help the MPMP will help the State achieve its water consumption reduction goal of 20% of 2000 levels by 2010.

Successful water conservation will be measured by monitoring several key indicators. The City can monitor water demand levels (water purchased from the Metropolitan Water District) to extrapolate water usage and purchasing needs. The City can also monitor use of the recycled water reservoir and local vs. imported water quantities, as well as water use by sector. Regarding water quality, the City monitors the Total Maximum Daily Loads (TDMLs) at the storm drain outputs on a monthly basis.

Los Angeles' Integrated Regional Water Management Plan is currently in development, but has already identified several key objectives that are consistent with the City of Santa Monica and the MPMP's water conservation strategies. These are 1) optimize water supply, 2) protect and improve water quality, 3) enhance habitat, 4) enhance open space and recreation, and 5) sustain infrastructure for local communities. The MPMP will feature incentives for "green buildings" that meet efficiency and irrigation standards, new open space for enhanced habitat and water infiltration (including subterranean cisterns that capture, filter and reuse dry and wet weather runoff).

### **Promote Energy Efficiency and Conservation**

The MPMP will seek to promote an energy efficient pattern of land uses and building design through higher density residential development with more ground level open space. The primary tool to ensure building energy efficiency will be the City's Green Building Ordinance, which requires that new construction is 10-15% more energy efficient than what is required by State building code. Additionally, the Green Building Ordinance requires energy efficiency upgrades on existing structures, and offers rebates and subsidies for retrofits and use of renewable energy sources, like solar.

Energy efficiency will be measured by monitoring citywide energy use, which can be broken down into use of natural gas vs. electricity, and energy use by sector.

### **Strengthen the Economy**

The MPMP will influence the placement and character of economic activities in the planning area such that the local economy is diversified, strengthened and sustainable. The MPMP will specify desired uses that generate high revenues relative to their impact on land, including information, professional, scientific and technical, recreation, and social and education services.

Job creation and job type can both be tracked through the City's business license system. Job creation will be measured by business license applications and tax receipts, while the number of "green jobs" (those in the above mentioned sectors) created in the planning area will be filtered by business type.

## **STEP 3: PRIORITY CONSIDERATIONS**

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### **1) Ongoing collaboration with stakeholders and community involvement**

The MPMP project is expected to be an open process involving large segments of the Santa Monica community. Managed by senior staff from the Community and Strategic Planning Division (CSP), the master planning effort will seek input from local neighborhood and resident groups, private property owners, the School District, and special interest groups. Plan components will be vetted by the City's Boards and Commissions, including the Planning Commission, the Arts Commission, Housing Commission, and the Task Force on the Environment. CSP will work with other City departments, as it typically does in its planning efforts. The MPMP planning will have implications for many departments, including Public Works, Community & Cultural Services, Housing & Economic Development and the Big Blue Bus.

Employing a variety of techniques and formats, staff is prepared to host public workshops, conduct on-line surveys or mailings, provide a dedicated project website, and conduct walking tours to refine ideas and test solutions with interested participants. As a testament to staff's ability to manage an outreach process, nearly 4000 individual participants and over 50 local community groups have already participated in the multi-year LUCE planning effort. It is anticipated that outreach to those participants who live, work or represent an interest in the area surrounding Memorial Park will bring in many members of the community to collaborate in the master planning process.

### **2) Strategies or outcomes that serve as best practices (BPS) for communities across the state.**

The proposed MPMP will become a model of interest to other communities who seek to create healthy neighborhoods by reducing dependence on the automobile, and by promoting an active and sustainable community. The MPMP will stand out amongst the many mixed-use, intensive "Activity Centers" being planned and developed around new light-rail stations throughout Southern California in that it will provide specific implementation tools like shared parking and parking pricing strategies, TDM programs, urban design guidelines, and pedestrian and bicycle facilities to nurture development of an accessible, unique urban place that preserves the community identity while providing new services, infrastructure, economic stability and housing.

The LUCE itself has already been recognized by SCAG and the American Planning Association as an exemplary planning document that provides replicable policies, tools and actions to other communities across the state. In light of this recognition, staff has promoted the concepts of the LUCE at conferences, through the City website, and through local media. As a product of the LUCE, the MPMP will further demonstrate the best practice of integrating land use and transportation planning.

### **3) Leveraging additional resources, and in-kind funds**

The City has not yet allocated funding for this project, but the FY2010/11 budget does include additional senior level planning staff to conduct the planning process. City staff time commitment (\$178,000) is proposed as a 24% matching contribution to the total \$728,000 project budget. This budget will be used over a two-year period. To leverage future commitments and resources during the implementation phase, the following scenarios are envisioned:

#### Private Investment

It is anticipated that the majority of the MPMP's implementation will be carried out by the private market with oversight, guidance and permit approval required from the City to ensure that development is consistent with local, regional, state and Federal goals for smart growth, transit-oriented development and urban sustainability. Private investment will be stimulated by height and floor area ratio incentives.

#### Public/Private Joint Development

Where the master plan identifies opportunities for public/private partnerships (such as private/commercial ventures operating on City-owned property, public streets or at transit stations) the City will provide in-kind contributions of staff time, on-going maintenance of landscaping and utilities in the public right-of-way, and in some cases land. The project is within the City's Earthquake Recovery Redevelopment Area.

#### Public Investment

On City-owned land that is not appropriate for joint development opportunities with private entities, the City will pursue additional grant money, as well as financing structures (bonds, tax increments, etc.) and General Funds to realize the objectives of the MPMP.

### **4) Addressing Climate Change Impacts**

It is now widely recognized that anthropogenic (human-caused) emissions of greenhouse gases and aerosols are contributing to changes in the global climate, and that such changes are having and will have adverse effects on the environment, the economy, and public health. A number of general effects, some of which may occur in the Memorial Park project area are sea level rise and flooding, impacts to local water supplies, impacts to local ecosystems and plant biodiversity, and risks to human health.

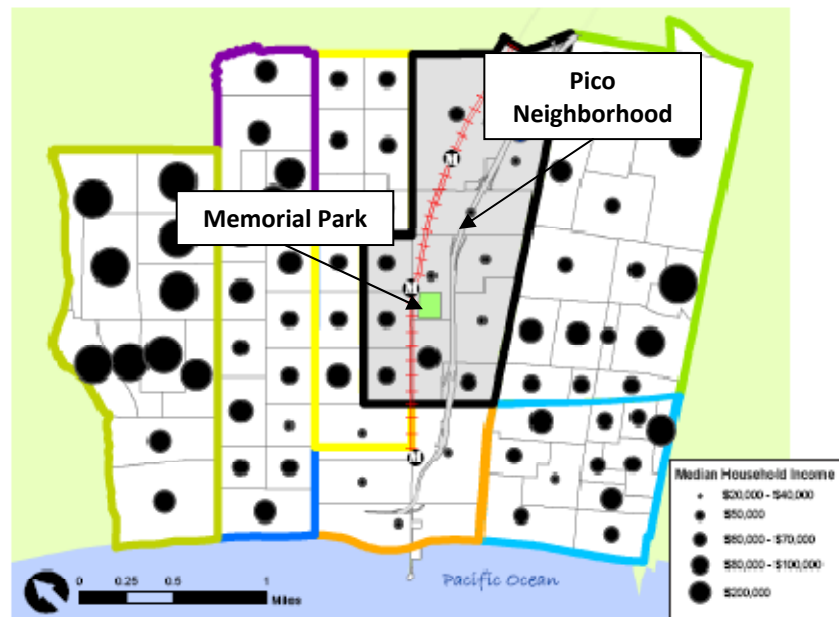
The proposed MPMP will translate many goals of the Sustainable City Plan (SCP) and the LUCE into a planning structure that employs a distinct set of tools to combat climate change impacts caused by GHG emissions. The MPMP will contain recommendations to:

- Focus new development near transit, create a complete neighborhood model that includes energy efficient buildings and support for non-motorized travel.
- Offset growth in travel demand with corresponding shifts from driving to transit (Expo and Big Blue Bus), bicycles, and walking. This will be accomplished through integrated land use and transportation planning, TDM programs, and expanded transit services.
- Expand open space and landscaping to encourage carbon exchange, plant bio-diversity and wildlife habitats.

This shift would enable the City to achieve state and locally established climate change goals including reductions in per capita greenhouse gas emissions and per capita vehicle miles traveled and the goals of the Santa Monica Sustainable City Plan.

## 5) Serves an economically disadvantaged community

The MPMP will provide a direct and immediate benefit to the Pico Neighborhood, which is adjacent to Memorial Park, but which is geographically severed by the I-10 Freeway. On average, Pico neighborhood residents are less wealthy than the rest of the city (according to 2000 Census data, median household income is approximately 70% below that of more affluent Santa Monica neighborhoods) and have lower educational levels.



*Figure 3. Santa Monica Neighborhoods- Median Household Income by Census Block Group*  
Source: Census TIGER US Census 2000

The proposed physical and programmatic components of the MPMP will unite the Pico Neighborhood to the activities and services of the Memorial Park “Activity Center” in a number of ways. Most significantly, a proposed freeway cap over the I-10 Freeway will physically link the neighborhood to the park and surrounding amenities, effectively eliminating the obstacle of the Freeway and allowing for north/south connectivity. Pico residents will benefit from increased open space as well, as the freeway cap is expected to add an additional seven acres of parkland. Additionally, through the new physical connection, Pico neighbors will have easy and direct access to the Expo light rail, which will link them to the greater Los Angeles region.

CSP staff has developed working partnerships through the LUCE effort with residential and business interests in the Pico Neighborhood, which staff will leverage to increase the effectiveness of the outreach process and overall planning effort. The Pico neighborhood will be engaged through a broad and inclusive public outreach component that will include interactive workshops, public meetings, use of our website and other tools. Bilingual staff is available for translation and dedicated outreach efforts to the Spanish-speaking population.

## **STEP 4: ORGANIZATIONAL CAPACITY and IMPLEMENTATION**

### Organizational Capacity

The City of Santa Monica’s Community and Strategic Planning division (CSP) has previous experience successfully managing and completing master planning and Specific Planning processes. The City has cultivated and maintained a progressive reputation for its approach to urban design and the environment and recently completed a State-Certified Housing Element (2008) and the Land Use and Circulation Element (LUCE, July 2010), both of which have been awarded with recognition at the local, regional and state levels. The City’s award winning planning efforts go back to the 1980’s, when the now world-famous Third Street Promenade master plan revitalized the city’s downtown into a lively, pedestrian-oriented shopping and entertainment district. Over time, planning efforts have built on the Promenade’s success to include the Transit Mall Specific Plan on 2<sup>nd</sup> and 4<sup>th</sup> Streets and Broadway and Santa Monica Boulevard, which was planned and constructed within the last five years.

The City has always focused its planning efforts on projects with identified funding sources to ensure the success of its efforts. The department has rigorous controls on quality, adherence to budget and schedule. A good example of this is the Civic Center Specific Plan, which was adopted in 1993 and updated in both 2000 and again in 2005. Components of this plan that have been constructed include the Public Safety Facility, the Civic Center Parking Structure, a land swap with the RAND corporation resulting in their new headquarters, and streetscape improvements on Main Street and Olympic Drive. The City is currently designing a major open space in the heart of the Civic Center (Palisades Garden Walk) and improvements to the Landmark Santa Monica Civic Auditorium, in addition to a cutting-edge study for capping/bridging sections of the I-10 Freeway in the City's Downtown. Frequent reporting and quality control mechanisms keep these projects within budget and on schedule. For the master planning process proposed for Memorial Park, additional costs beyond the budget are not anticipated.

The CSP currently has a Principal Planner, two Senior Planners and an Associate Planner, in addition to the CSP Manager and staff support personnel. Current staff has educational and professional backgrounds in urban planning and design, policy development and code studies, project management, environmental planning and public outreach. To facilitate implementation of the many upcoming planning challenges that the City faces, the FY2010/11 budget includes two additional senior level planners in the CSP, who are expected to join the team by the end of the calendar year, one of which will specifically bring higher level environmental planning experience. Additional assistance is pulled from professionals and administrative assistants in the Department's Administrative Division. In this way, the division will ensure that it has the capacity to undertake the proposed Specific Plan at Memorial Park.

Staff anticipates managing a team of consultant experts in the fields of urban design, transportation, bicycle and pedestrian planning, land use economics, and sustainability. City policy and general practice requires a competitive bid process and selected firms are typically chosen for their successful experience with similar projects, and for their ability to communicate effectively with staff and the Santa Monica community.

#### Implementation

The recently adopted LUCE changed the land use designation governing the Memorial Park "Activity Center" area from industrial to a mixed-use designation. Private interest in the area has already begun to increase, as the new district allows greater heights, floor area ratios, and diversity of land uses than before. In light of expanded interest in this area, it is critical for the City to provide a clear and cohesive outline for how the project area is to be developed in order to meet the over-arching sustainability goals of the LUCE, the SCP, and state and regional plans.

Once complete, the MPMP will serve as a guidebook for private and public investment in the area including implementation strategies, rough order of magnitude costs, and phasing and timing of development.